



1-17-78

# ACTION UPDATE

## For Old Acquaintance Be Forgot ...

As 1978 bounds into being, with ACTION UPDATE close behind, we thought we would like to know how you, ACTION staffers, view The Year That Was. We also decided to ask you to spell out your goals, personal or otherwise, for this Brand New Year.

So, we contacted you--in Washington, Anchorage, Boston, Denver, Atlanta, Detroit and wherever else the phone would answer.

Here are your reflections and aspirations, some lighthearted, some skeptical, some soaring with purpose and hope.

Thanks for your thoughts, and to each of you...

A BEAUTIFUL AND HAPPY NEW YEAR!

Editors

### *Looking Back*

### *Looking Ahead*

RITA WARPEHA (Librarian, A&F/Administrative Services)

"The library has made great strides in increased rapport with employees since our move to the 806 building. We have learned from them how to better respond to their needs."

"New Year's Resolution? Can I have until January 1 to think about it?"

PAULINE SCHNELL (Public Health Nurse)

"Helping people at ACTION lose all totaled 1,000 pounds!"

"Getting everybody at ACTION on a diet."

IRENE TINKER (Assistant Director, Office of Policy and Planning)

"Arranging my furniture to reflect the 'Z' in Zero Based Budgeting."

"A calendar noting when decisions must be made, and especially to ensure everyone gets involved."

LYNN MILLER (Coordinator, Former Volunteer Project)

"As for last year's accomplishment, I think it was that we laid the groundwork for a communications system between ACTION and former volunteers across the country. One measure of success is the number of calls we have received weekly or biweekly from former volunteers."

"Believe it or not, I have made a New Year's resolution: To be a senior staff 'groupie.' What I mean is that I want to take more time to talk about the project to senior staff and to get to know the field staff better."

BRENDA FLOWERS (Evaluation and Placement Specialist, Atlanta)

"What I feel best about is finishing the Upward Mobility Program. I finished in August. It took a year. And just moving to Atlanta was a dream come true."

"As I look ahead, all I can say is I want to do my job and do it well and not disappoint anyone. A lot of people have helped me."

MARY KING (Deputy Director)

"Personally responsible for removal of the men's room from the 12th floor and the installation of two ladies' rooms. On a more serious note: the negotiation of Peace Corps into Bangladesh."

"To shift the world population substantially by placing 100,000 or more Peace Corps volunteers in the Sahel."

DAN HOMICK (Program Officer, Ohio)

"I feel best about having been part of a team of program officers who were successful in nearly tripling the number of VISTA projects in Ohio. Under the previous administration, when VISTA appeared to be phasing out, we had nine projects with between 80 and 90 volunteers. Today there are more VISTA projects than anything else. We have 32 or 33 projects with between 200 and 300 volunteers. I feel good about working on the state plan which has enabled officers to specialize."

"I want to be able to improve Older Americans Programs on a state-wide basis and bring people together getting everybody cooperating. I'd like to see all responding groups come together to offer services for older Americans. I'd like to use every program."

CAROLYN PAYTON (Director, Peace Corps)

"Managing to be finally confirmed and sworn in as Director of the Peace Corps."

"To try to maintain my sanity."

MARGE TABANKIN (Deputy Associate Director, VISTA/Education Programs)

"I believe VISTA/AEP's most significant achievement over the past year has been enabling the ACTION/DO staff to act openly in accomplishing the purpose of our programs -- impacting on community decision-making processes in a manner which will allow the democratic system to move toward the elimination of the causes and consequences of poverty."

"To work better with ACTION/DO staff for all phases of programming so as to more effectively utilize the VISTA/AEP resources in low-income communities and to increase support to volunteers, who are the embodiment of that resource."

DENNIS WILT (State Program Officer, Alaska)

"To make a summary statement about the past year, I'd have to say--the more things change, the more they stay the same. But, what I really feel best about--aside from having survived--is having experienced a group of people who have taken people as a primary point of departure in all changes effected. That's quite a switch, and it's had a great impact here."

"My resolution? To get organized!"

VELMA LINFORD (Recruitment Resources)

"When I look at the number of universities and organizations with which we have established working relationships -- about 200 -- and the three consortiums with which they are affiliated, as a resource for recruitment to Peace Corps and VISTA, I would say that network is Recruitment Resources' most important contribution.

"I look forward to next year and am overwhelmed at the amount of involvement and discussion with each other it will take to make this vital linkage an effective resource for ACTION. "

EULOGIA AGUILARC (Elevator Operator, Maiatico Building)

"Working. Lady went to Africa many years ago and when she came back I remembered her and she remembered me. I remember especially the good people. Not everybody nice but the people here are good to me. Glad to have job."

"Meet more nice people would make better year. Don't want to meet bad people."

LARRY BROWN (Assistant Director for Recruitment and Communication)

"In 1978, we will recruit into our programs the exact percentage of all racial and ethnic groups in the U.S. population--and as many unskilled Republicans as we can find."

DANIEL MALDONADO (Assistant Director for Legislative and Governmental Affairs)

"Resolve: To bring Members of Congress closer to the VISTA, Older Americans, and Peace Corps volunteers and involve them in the work of the volunteers.

Resolve: Make the oversight committees overlook the agency this year.

Resolve: Make the oversight committees "site" us for action over and above the call of duty."

JOHN TORIAN (Regional Director, Region I)

"The most rewarding thing of the past year has been to have been able to turn around pre-service training and orientation for VISTA volunteers, coming from a passive, reactive role to a more active one--community organizing. And there's been a creative thing--involving RSVP and Older Americans in general. We're beginning to increase training not only for program directors, but for program coordinators as well--a group we've never touched before.

"We're ecstatic about the possibility of having a substantial increase in VISTA slots for next year--We've heard a rumor that 8,000 work years will be coming nationally. That would be a really positive thing, and we could literally utilize every VISTA volunteer in the country right here in New England. If this rumor is true, we'll be working to open up as many good grass roots opportunities as possible--That's where it's at.

PATRICIA A. TENNISON (Lobby Security Guard, Maiatico Bdg., Washington, D.C.)

"1977? Getting to know people, and getting along with different people. Nice people. My favorite accomplishment has been to make people people who come in here with no smile--smile; just by my smiling at them. That way I feel I've helped them a little to have a better day."

"My resolution is to stay on (my) post. Here there are nice people in a good building. Best place to work."

DALLAS COMMUNICATIONS STAFF

"Our greatest achievement was to squash the battle to do away with communicators in the field. (We've been fighting that battle since Day One.) We feel especially good about the support we've received over the past year from state directors--it's very valuable."

"Recruitment was great in 77; It'll be greater in 78!"

ALICE COOPER (Clerk-Typist, Detroit Recruiting Office)

"What do I feel was my best accomplishment? The fact that I survived another year at ACTION!"

"I will figure out how a clerk-typist can go from being a clerk-typist and part-time recruiter to a full-fledged recruiter."

KEN GREENE (Chief Union Steward, Washington, D.C.)

"I feel best about the union's intervention in--and prevention of--an action which would have seen 74 temporary employees laid off on September 30 and 31. These layoffs would have resulted in all the temporaries losing at least nine days' pay since there was a delay in the passage of the Continuing Resolution."

"I will work hard to bring about ratification of the new contract which has a totally revised grievance procedure--streamlined. It has one formal step prior to arbitration. The agency and the union agreed to a flexitime provision which would be flexible enough to allow the use of less annual and sick leave. The implementation of the above, as well as other contract proposals, would give ACTION employees rights and protections unique in the federal sector."

HELEN KELLEY (Director, OAVP)

"I'm too new to reflect over the past year with ACTION, but I have a resolution that's dynamite and I want it broadcast!"

"I want to make RSVP as important to ACTION as it is to America."

TIM KEEFE (Area Manager, Denver Recruiting Office)

"I feel good about having organized the Peace Corps/VISTA fair which 1,300 Denverites attended. There were African, Korean and Philippine dancers, and a discotheque in Denver."

"Stop taking ACTION seriously!"

DAN CARNEY (State Program Director, South Carolina)

"My main accomplishment was survival...It was good to get out of the papermill and get closer to the programs..."

BRIAN SCHAFFER (Volunteer Recruitment Specialist, Chicago)

"Revitalizing the Peace Corps to start with...Recruiting a couple of linemen for Ecuador--these would be my goals for 78..."

MARY LEYLAND (Assistant Director for Administration and Finance)

"My best 1977 ACTION accomplishment was getting approval from the Civil Service Commission to hire returned PCVs as consultants for stagings at the GS-5, etc., level."

"My New Year's resolution is to make the Status of Funds report come out every month on the 10th--correctly!"

LAWRENCE RUDMAN (Public Information Officer, Illinois)

"I feel best about getting the joint proclamation declared by Mayor Daley for National Volunteer Week in April."

"Resolution?-To train volunteers on how not to give honest interviews and how to standardize loyalty oaths."

CHARLES A. HICKS, JR. (Facilities Management Technician, Washington, D.C.)

"The accomplishment I am most proud of is to have been selected to go to the San Francisco Regional Offices and the New York City Regional Office for the purpose of taking furniture and equipment inventory."

"My 1978 ACTION New Year's Resolution is to attempt to be more congenial, courteous, helpful and perform my duties more efficiently."

## **ACTION UPDATE Seeks Broadbased Coverage**

ACTION UPDATE has kicked off the New Year with a rather lighthearted issue, to be followed in weeks to come with others, jam-packed with items of interest and concern to all employees.

In a recent memo to senior staff, regional directors and communications directors, Director Sam Brown has urged that all staff consider this newsletter their own, to support with contributions, chastize with letters to the editor (We're delighted to run in this issue our first letter.), and to read with curiosity. In addition, the Director has requested that a permanent ACTION UPDATE correspondent be appointed in each office to provide us with news and information, and ensure broadbased coverage of the entire agency through a network of "stringers."

A complete list of ACTION UPDATE correspondents will be carried here immediately following their appointment. We urge you to work with them to help us all to know what's happening.

The purpose of ACTION UPDATE is to inform, provoke, even generate new ideas, by providing a means of communication through which each office and each employee may speak. We intend to seek out news of interest and impact to all, and we hope to be able to count on you for insight and input.

## **NEWSBRIEFS**

### **Combined U.S.-Jamaica Program Under Discussion**

The prospect of a combined international and domestic volunteer program was the focus of a recent high level meeting between representatives of ACTION and the Jamaican government.

The plan under discussion calls for 20 to 25 American volunteers to begin service in Jamaica and, after several months, to return to this country to work in areas where their skills would be applicable.

"We met with government officials, the Ambassador to Jamaica, and the National Planning Agency of Jamaica," VISTA Director Marge Tabankin said. "We are now awaiting the Planning Agency's suggestions which should arrive shortly."

With the VISTA director were Paul Bell of Peace Corps, Don Green of the Director's Office and Hulbert James of the Office of Policy and Planning. While in the Caribbean country, the group visited one of a number of potential volunteer sites. The project, representing one of the main attempts by the Jamaican government to terrace the hills that make up most of the island terrain, is currently funded by the United Nations and the World Bank. It is attempting to bring more land into use for agricultural production. Similar efforts are being funded through the Agency for International Development.

The terracing projects represent one possible area for short-term volunteer involvement, Ms. Tabankin said. Another might be in the area of clinic construction in Jamaica, to be followed by a transfer of appropriate skills to a housing rehabilitation project in the United States.

With training to take place in Jamaica, the proposed program offers a meaningful opportunity for cross-cultural exchange, Ms. Tabankin commented.

## VISTA Awards \$780,906 to Train and Place Volunteers

Two VISTA grants totalling \$780,906 were awarded recently to two Washington-based organizations which will train and place 81 locally recruited volunteers to assist in mobilizing communities to battle the effects of poverty.

The recipients, the National Center for Urban Ethnic Affairs (\$491,106) and the Public Interest Research Group (PIRG) (\$289,800), each with a network of centers spanning several states, will prepare volunteers to help communities obtain such needed services as better health care, housing, transportation for the elderly, tenants' rights, food programs, protection against crime, and energy conservation programs.

The National Center for Urban Ethnic Affairs is a private, non-profit, independent agency, established in 1970 to assist urban working class and ethnic groups in meeting urban revitalization needs and to promote multi-cultural pluralism. Through a network of centers in several, primarily eastern and midwestern cities, the organization has focused on community needs through neighborhood organizations, assisting them in developing and strengthening neighborhood and cultural identification and in influencing groups and private institutions in the formulating of policy pertaining to neighborhoods.

PIRG, originally associated with consumer advocate Ralph Nader, is comprised of 17 public information resource and community action groups in 16 states. Historically, the PIRGs and community action groups have addressed a broad range of issues which have had direct benefit to the general public. Some of these issues are redlining, utility rates, tenants' rights, consumer awareness, medical care, energy conservation, food cooperatives, and nutrition. PIRG intends to serve the low-income community by involving the poor in changing the circumstances that cause their poverty.

## ACTION Director Cancels Contract

As the result of an internal investigation, ACTION Director Sam Brown has canceled a \$50,740 contract and ordered formation of a task force to review agency policy regarding conflicts of interest.

The investigation was conducted by General Counsel Harry MacLean after an item was published in "The Ear," a Washington Star gossip column, which contained allegations and implications concerning agency grants and contracts and consulting relationships.

The investigation found that "most of the items in the 'Ear' article are either inaccurate or of little substance." However, MacLean reported to Director Brown that "several related matters came to my attention." He reported them as follows:

-Gerson Green, director of the National Neighborhood Institute, which is a division of the National Center for Urban Ethnic Affairs (NCUEA), was an expert consultant for ACTION, beginning August 17.

-While Mr. Green served as a consultant for ACTION, the agency awarded to NCUEA a \$491,106 national VISTA grant; a \$50,740 contract to produce 12 program manuals for OAVP, and a \$5,000 contract to study for OPP those factors which inhibit members of low-income ethnic communities from participating in full-time volunteer projects.

General Counsel reviewed the grant and contracts, and the Standards of Conduct pertaining to special employees, and issued an opinion to the Director that the Standards of Conduct were not violated.

"I am concerned about the obvious appearance of a conflict of interest resulting from one individual representing a third party before an agency in two separate instances while simultaneously serving as a consultant to the agency," the General Counsel stated.

Upon completion of the investigation, Director Brown took the following steps:

1. Ordered cancellation of the OAVP contract.
2. Ordered formation of a task force to review conflict of interest, and, in effect, to tighten guidelines. The task force and contract review are under the direction of the General Counsel.
3. Ordered a review of all contracts and grants awarded since last March, to insure that they meet the more rigid standards to be proposed.
4. Ordered that the results of the investigation be made available to the press and that press access to agency materials or documents be expedited by his assistant for media affairs.

Articles on the investigation and resulting action were carried by the New York Times and the Washington Post.

## Peace Corps May Enter Bangladesh

The Government of Bangladesh has invited Peace Corps volunteers to serve in a variety of programs within that small Asian nation.

At a recent meeting in the capital city of Dacca, ACTION Deputy Director Mary King and NANEAP Region Director John Andrews discussed with Bangladesh President Ziaur Rahman the possibility of placing approximately 20 volunteers. At the meeting, Ms. King presented President Zia (as he is called) with a personal letter from President Jimmy Carter thanking him for his country's invitation to Peace Corps, and supporting this effort.

Ms. King presented President Zia with a draft country agreement which will constitute, when signed, the official basis for the commitment of volunteers.

An official agreement may establish Bangladesh as the first new country to receive volunteers under this Administration.

Bangladesh, part of Pakistan until 1971, lies on the Bay of Bengal, east of India. Its population of approximately 83 million is predominantly rural and widely dispersed. Bangladesh is one of the poorest of the developing nations. Its economy is based on agriculture. As Andrews noted, there are a variety of needs that satisfy Peace Corps' basic human needs criteria.

"We plan to start on a small scale with a very small program in one area, and plan well so that we can ensure success in later stages," Andrews said.

## CBS Features Peace Corps

On Monday, December 19, the CBS "Morning News" presented a 4 1/2 minute segment featuring the Peace Corps. With the help of the agency's communications offices in Washington and in the field, CBS filmed a Swaziland staging in Philadelphia, a recruitment session at Yale University, a Peace Corps volunteer English teacher in a Korean classroom and another volunteer who manages a crafts cooperative in Kenya.

A current Peace Corps public service "commercial" made for television and shots of President Kennedy announcing the creation of the Peace Corps in 1961 were also part of the segment.

Richard Threlkeld, anchorman for the CBS "Morning News," briefly sketched the history of the Peace Corps and closed with these words as the

television viewer watched new volunteers departing from an airport for their flight to a Peace Corps country: "Walt Whitman said it once. 'I do not give lectures or charity; when I give, I give myself.' Later on, another American said it differently. (Voice of President Kennedy) 'And so, my fellow Americans, ask not what your country can do for you--ask what you can do for your country.' "

## National Magazines on Peace Corps

For an outsider's interesting analysis of the Peace Corps, see the New York Times Magazine, December 25, 1977 article by Terence Smith entitled, "Peace Corps: Alive But Not So Well." Mr. Smith interviewed dozens of Congressmen and officials in Washington, former agency directors, Peace Corps volunteers, and also visited two Peace Corps operations in Nicaragua and Colombia. In the article, he looks at past and present problems and on what the future holds for the Peace Corps.

The Experiment in International Living's tabloid publication, Odyssey International, in its winter issue contains an extensive "Talk with Carolyn Payton, the new Peace Corps Director." Among the highlighted quotes by Dr. Payton, "I identify closely with third world people, third world countries, and my appointment indicates that the President is sensitive to the needs of third world people."

## Peace Corps Surveyed: First Major Effort in a Decade

In the December 19 issue of ACTION UPDATE, we reported briefly on an attitudinal survey of 201 returned Peace Corps volunteers conducted by E.A. Winslow, a consulting psychologist to ACTION and former ACTION staff member. This was the first such survey conducted of RPCVs since Louis Harris and associates, major survey more than ten years before.

Winslow interviewed a random sampling of 10 percent of all PCVs who finished their two year assignments between July 1, 1974 and June 30, 1975. Winslow began contacting the volunteers in August, 1976, more than one year after their termination of service. The average returned volunteer was 27 years old and single and nearly half of the volunteers questioned came from communities of less than 25,000.

The survey found that men and women joined the Peace Corps seeking personal growth, the experience of living in a different culture, travel and adventure. Most found what they were looking for and 92 percent said they would do it all over again.

Winslow explained that the survey also sought to find how Peace Corps affected the volunteers' career development, how they saw their experience a year or more later, and how they were affected personally by the Peace Corps experience.

Winslow found that 64 percent of those surveyed were working fulltime, 17 percent were in school, 6 percent were homemakers, and 8 percent were unemployed, double the proportion of returned volunteers whom Harris found out of work.

For the employed, 32 percent were in the field of education, 23 percent in government, 19 percent in business, and 10 percent in nonprofit work. For more than half of the volunteers, Peace Corps service had been of a "great help" in their careers, for an additional 19 percent it had been of "some help" and for 10 percent it had been less beneficial to career development.

The most widespread problem for returnees was finding a job and reorienting to the American lifestyle. Readjustment, which lasted anywhere from three months to one year, was "very difficult" for 20 percent and "somewhat difficult" for another 42 percent. Fifty-two percent of those surveyed thought the Peace Corps should have provided more job information and counseling upon their return to the U.S.

Other findings concluded that 38 percent of those surveyed desired a simpler, less materialistic lifestyle because of their overseas experience. Eighty-eight percent saw ecology as a major domestic problem along with unemployment, inflation and the economy. On the international front, the former volunteers stated that the U.S. should respect the value systems of other countries and improve the American image abroad.



# OMB and CSC Issue Reorganization Guidelines

In a joint memorandum from the Office of Management and Budget (OMB) and the U.S. Civil Service Commission (CSC), a series of guidelines have been released relating to reorganization and other management actions now being carried out in all federal agencies, including ACTION. These actions have been directed by President Carter to make the federal government more efficient.

According to the December 14 memorandum, all agencies, including ACTION must observe the following principles when undertaking managerial actions which eliminate or change positions:

"-When employees are to be displaced, agencies must undertake a vigorous reassignment program for the employees affected. Opportunities for reasonable amounts of training at government expense should be made available in cases where such training would make a direct contribution to placement.

-Phased or gradual implementation of such changes should be used whenever desirable and feasible, in order to provide additional time for normal attrition and for vigorous transfer, retraining and out-placement efforts. Attrition should be used whenever possible to accomplish reductions.

-when reassignments for displaced employees involve a geographic move, the government will pay for necessary transfers to other cities. When such transfers are necessary, they should be timed to provide reasonable periods for employees to make personal arrangements.

-The CSC will provide priority government-wide placement assistance to all displaced employees. Where appropriate, the Department of Labor will assist in finding private sector employment opportunities for such employees."

In addition, the following steps have been initiated:

-The CSC and OMB have been authorized to grant a limited number of ceiling space exemptions for temporary use by agencies which can absorb displaced employees. This authority is being applied successfully in Philadelphia and is available for use elsewhere.

-The Chairman of the CSC has been directed to set up additional mechanisms to aid in the placement of employees affected, including mandatory priorities in hiring.

The memorandum confirmed the President's assurance that reorganizations of agencies would not cause any Federal employee to be discharged or demoted, or to lose pay status, and stated the following guidelines, for...reference in regard to future personnel actions, and to provide a common understanding of the President's assurances.

"-The President's assurances apply to reorganizations spearheaded by the President's Reorganization Project and to reorganizations initiated within a department or agency by officials of this Administration. However, the assurances were not intended to cover personnel reductions incident to the types of managerial actions described above, such as program and budgetary adjustments, military realignments and base closings to provide for increased military effectiveness, contracting out, office closings or other reductions for efficiency.

"-No employee whose position is directly affected by a reorganization may be separated for that reason if he or she has not first been made a good faith offer of another position, preferably at the same grade. Separation action may proceed only if the offer is declined.

"-...the Administration has sent Congress proposed legislation that would permit pay and grade retention in personnel actions required through no fault of the employee...retroactive to January 1, 1977 so that the President's assurances can be met even if reorganizations involving some demotions should occur (prior to enactment)."

## President's Award—Nominations Due

The President's Award for Distinguished Federal Civilian Service, the highest honor which may be granted to federal career employees, has been re-established by President Carter to recognize the best achievements made by federal employees to the federal service during 1977.

Nominations should take into consideration the contributions of employees at all levels rather than limited consideration to employees serving in senior positions. Therefore, any employee at ACTION may nominate another ACTION employee, or an employee of another federal agency whose service has been of exceptional quality.

The guidelines for nominations state that achievements should have a current impact in improving government operations or serving the public interest through the development of creative solutions to problems in government, courage in persevering against great odds and difficulties, high ability in scientific or technological achievement, leadership, or for a long and distinguished career service. Also, achievements should be of such an outstanding nature that recognition should be of a broader scope than might normally be afforded within any one agency.

Employees should submit to supervisors employees' nominations along with an account of nominees' achievements. Supervisors, in turn, will send appropriate nominations to David Orr, Personnel, Room M-306. All ACTION nominations must then be submitted by January 30, 1978 to the Chairman, Civil Service Commission, Room 350-H, Washington, D.C. 20415.

For more specific information on the form and content of nominations, call the Office of Incentive Systems at the Civil Service Commission in Washington at (202) 632-5568.

## ACTION Library Completes Cataloguing: More Research Material Now Available

The ACTION library has completed a 3 1/2 year, two-contract project and has cataloged more than 24,00 titles originally backlogged as a result of staffing and other problems. The two contracts were divided, with one cataloging more than 12,500 titles in 1 1/2 years, and the more recent cataloging some 10,500 in 2 years.

In other activity, Library Chief Rita Warpeha is now identifying materials for possible purchase which would increase understanding of workplace democracy, de-institutionalization, youth unemployment, family violence, and community organizing. Identifying such materials is not a matter of simply leafing through a few pamphlets, books or journals, according to Ms. Warpeha. The library staff has consulted with experts, consultants on assignment in ACTION offices, and various library visitors who are "pumped" for information regarding their present and future needs, recommendations and complaints.

Once the needs for a certain type of information have been recognized and defined, the staff goes into action with the grueling task of sifting through weekly, monthly and quarterly publications, book reviews, articles and publishers catalogs. By the way, the ACTION library has more than 400 journals in the interest areas of ACTION's programs. If the library doesn't have the books you need, they may be able to borrow them from another library through the Inter-Library Loan System, if the books are for official work purposes.

## FTS I.D. Code Changed

In case you missed the December 14 memo from George Peterson (A&F), this is to remind you that at 12:01 A.M., January 1, 1978, (while the strains of Auld Lang Syne are still falling on your ears) the FTS Identification Code Number was changed to 17-DC-4400. This information is important to remember if you utilize FTS during travel outside the Washington area.

## **ACTION Budget Negotiations Near End**

The Office of Management and Budget (OMB) and ACTION officials are nearing the close of sensitive negotiations on this agency's funding request for FY 79. The total budget request, referred to as the "budget mark", although expected to be around the \$200 million approved by Congress for ACTION programs in FY 78, will remain highly confidential until President Carter formally announces the overall budget package he will send to both Houses early this year. That announcement is expected on or about January 20, according to tradition.

Once the President has disclosed his budget, compiled from OMB-approved agency budgets, individual agencies and departments may then in turn hold press conferences. The decisions to come from Congress will end a long, arduous process which occupied ACTION staff at all levels for several months.

## **Region IV Atlanta Office Moves**

The Region IV Atlanta office is moving, on or shortly after January 14. The new address is 101 Marietta Tower Building, Atlanta, GA 30303. The entire regional office and service and recruitment centers will be quartered on the 25th floor of that building. No word yet on changes in telephone numbers, but the likelihood is that the numbers will remain the same.

## **ACTION Directories Available**

If you or your office need more ACTION directories, the place to get them is either in the Malatico Mailroom (M-208 Tel. 4-3158), or the Office of Administration and Finance (P-313 Tel. 4-8028).

Feel free--they are.

## **RPCV to Appear on PBS TV**

Bea Alford, a former Peace Corps volunteer, and now a Peace Corps recruiter in the Los Angeles area office will be a guest on "Over Easy", the public television show aimed at older Americans. Ms. Alford will speak about opportunities in voluntarism on a January 18 taped show which will be broadcast later in the year. "Over Easy" is shown Monday through Friday at 6:30 pm on 271 public broadcasting stations nationwide.

In 1964, Ms. Alford "retired to the Peace Corps" and British Honduras where for three years she taught home economics and organized the first 4-H organization in that country. In 1967, she became a Peace Corps recruiter attempting to enlist senior citizens for PC assignments. Ms. Alford whole-heartedly declares that for Peace Corps and VISTA work, age is definitely an asset.

## **Workplace Democracy: The Beat Goes On**

Since August, ACTION staffers from policy-makers to line personnel have met regularly, putting heads and hearts together to forge a new and exciting way of work: It's called Workplace Democracy.

What shape this will take, what effect it will have on the individual, the office, the agency, is still being studied.

But it is coming.

The following is a synopsis of the gestation of Workplace Democracy at ACTION to date.

In late August, policy-level agency personnel returned from a working retreat to present a progressive new directions plan to career staffers and union representatives. Workplace Democracy was one of the most far-reaching of all the ideas outlined.

Workplace Democracy, it was explained, is a concept of management which promises to increase shared decision-making between managers and employees, and create an environment conducive to innovative and creative thinking--even risk-taking.

Since the inception of this concept at ACTION, the Ad Hoc Committee has been formed, and has met six times to evaluate and plan for the workability of Workplace Democracy here. Offering a cross-section of the agency, those committee members are Sam Brown; Jane Watkins of the Director's Office; Tom Glynn, OPP; Mary Leyland, A&F; Anita Botti, PC/Management; Harry Maclean, General Counsel; Ronnie Johnson, Deputy Director, Region II; and Paul Gibson, state program director for Illinois. Employees were represented by union members: Victor Basile, Janer Beck, Chuck Crawford, Linda Clover, Bob Mauri, Ann Hall, John Hurt, and Sandy LeBold. Private consultants are Dr. Michael Maccoby, director of the Harvard Project on Technology, Work, and Character, and former director of an on-going work-democracy experiment at a Tennessee factory; two Maccoby associates, and a Civil Service Commission organizational psychologist.

At their first meeting, the group set out to establish the main elements needed for a successful Workplace Democracy:

- spirit: a relationship of mutual trust and cooperation, and a set of agreed-upon goals and principles.

- structure: a process which allows cooperation and includes leadership at all levels.

- study: an effort to determine the real needs of each other; how the organization works; and realistic alternatives for doing business.

- strategy: decisions on where to start and how to move, working first with those groups most eager to change.

On October 26, the Committee met again. At this time, senior staff had agreed to go along with the union's request that the Ad Hoc Committee remain separate from the restructuring work groups then being formed. The following issues relating to Workplace Democracy were identified:

- skepticism among managers.

- need to involve lower-level managers (i.e., branch chiefs) in the Committee.

- need to guard against raising expectations regarding benefits of Workplace Democracy.

- need for improving communications with employees. A successful experiment requires excellent communications, Dr. Maccoby said.

With an eye toward the education of employees, the Committee then established sub-committees to carry out a number of tasks. They were to inform people of what had happened to date, produce a statement explaining the purposes, objectives and principles of a Workplace Democracy experiment at

ACTION, and determine important work issues and employee needs. Moreover, the subcommittees were made responsible for producing a budget of projected costs for consultants, travel, printing, and the like. Later, the Committee confirmed that on-site consultants would continue to provide outside perspectives, but would not have decision-making power.

At a third Committee meeting, on November 16, open to all employees, progress reports were delivered by all subcommittees. On November 29, Director Brown, noting what he called a "slippage" in the euphoria and enthusiasm generated by the Harpers Ferry conference in August, said he felt he needed to spend more time talking to people and telling them what's going on. He also said that mid-level managers should be involved in the large amount of background work necessary to the program. The union representatives agreed.

In subsequent subcommittee reports, the education subcommittee outlined several courses of action planned to meet the need to inform employees. Among those were showing Dr. Maccoby's videotape on the Tennessee project, assembling a library brown bag forums, writing articles for the union newsletter and consulting with others involved in similar efforts in the Washington area.

At the next meeting, held December 13, it was decided that Sam Brown would become an informal member of the Committee, since the pressures of his duties as ACTION Director were preventing him from participating fully. In the future, he is to be represented by Jane Watkins and Don Green.

The Committee went on in that meeting to approve, in general, applying for a Harvard grant. The grant would provide for Dr. Maccoby one day a week, and his associate Barbara Linkerd, four days. Dr. Maccoby would act as a

committee resource and Ms. Linkerd as a third party in the process, and, in addition, would provide needed administrative services.

The education subcommittee reported that it will prepare a memo to all staff requesting questions, advertising the availability of a "road show" and listing the names and telephone numbers of all Committee members. They also agreed to prepare a proposal for educating staff and a budget for submission to the Director.

Later, describing a visit to the Bolivar, Tennessee, Harmon factory where Workplace Democracy is being tested, John Hurt said:

"I found that the basic concept of Harmon was an experiment in redefining work from time put in to the job expected (about 70 percent of the work force is free to leave when their day's work has been accomplished); and that labor shared in the decision-making at the plant. Morale was very high.

"This is a very revolutionary step with which ACTION is experimenting. If it is accomplished, it will be a first in government. My feeling concerning ACTION and some of the directions we are taking increases my optimism as a union leader. There can be democracy in the work place. I know, because I saw it in practice in Bolivar, Tennessee."

A staff memo elaborating on Workplace Democracy progress to date, including what happened at the January 4 meeting, is expected to be completed this week.

If anyone would like to provide suggestions or comments on Workplace Democracy and/or the Committee's activities, please send them either to Victor Basile (P-301) or Jane Watkins (M-505).

## PEOPLE

### Peace Corps

In a holiday message to Peace Corps staff overseas, Peace Corps Director Carolyn Payton outlined extensive improvements planned in the recruitment, selection, training and programming of volunteers. She said:

"...As we begin a new year, I want you to know that we are, I think, making some progress in changing things around so that Peace Corps volunteers can be made more effective in carrying out their mission."

Ms. Payton pointed to improvement in recruitment methods: the design of new advertisements; the modification of the pre-slot system away from specific slot determination; and placement and invitation on a national and world-wide basis.

Training will be increased by two weeks to "insure that we have more time for cross-cultural training, health education, instruction in basic principles of community development, and additional language instruction," she added.

Moreover, the time allotted to staging will be lengthened, and planning has begun for the "skill training" of up to 1,200 generalists. The latter will allow the generalist "to be more effective in one of a number of key basic human needs areas, such as fisheries, health education, or agriculture," according to the Peace Corps director.

Supplemental appropriations have been requested to help pay for these new efforts.

To "help carry out these initiatives," Ms. Payton has appointed a number of staff people. Those named to new positions include:

Effective December 1, 1977 FRANCIS LUZZATO assumed responsibilities as the acting director of the Office of Special Affairs, a post he will fill while continuing as director of the Office of Multilateral and Special Programs, Peace Corps.

WILLIAM GAYMON has been named regional director for Africa, and WILLIAM TATGE, his deputy. Both served in Peace Corps previously: Gaymon in Selection and overseas as director for Niger and in Liberia; Tatge in Evaluation as area director for Francophone countries.

STEVE SMITH, who has served as acting regional director for Latin America, recently was named regional director, effective immediately. Smith served with overseas staff in Latin America prior to his employment with Peace Corps/Washington.

ELLEN YAFFE, as Peace Corps executive officer, has become heavily involved with budget matters. Ms. Yaffe, who holds a master's degree in business administration, came to Peace Corps from Boston where she was employed in the private sector. She is a former volunteer and has served as a staff member overseas.

WILMA ALLEN will serve as Peace Corps Director Carolyn Payton's special assistant, working closely with her in the coordination of policy and procedure. She is new to Peace Corps, having formerly been associated with Howard University's Counseling Service.

PAUL BELL is to be special assistant to Peace Corps Director Carolyn Payton. Most recently attached to AID as liaison officer for private and voluntary organizations, Bell worked in the Peace Corps Latin America Region in the 60s and later overseas as director in Colombia and Chile. Working with the regions and Deputy Director Mary King's office, he will coordinate Peace Corps activities with respect to entry into new countries and re-entry into countries once served; coordinate Peace Corps relationships with AID and other development institutions; and oversee Peace Corps technical assistance work and involvement in special projects.

GRETCHEN HANDWERGER and RUTH MACKENZIE SAXE are now deputies to Peace Corps Director Carolyn Payton. Ms. Handwerger will be responsible for management, administration and operations; Ms. Saxe, for programs, training, special projects and communications.

*You may wonder--with so many people here from earlier days--whether we are trying to recreate the Peace Corps of the 60s. My answer: only the good parts. Upward and onward.*

*Carolyn Payton*

## **Domestic Operations**

RALPH COLEMAN, area recruitment manager in Los Angeles since 1975, has been named San Francisco Service Center Director, overseeing area recruitment offices in seven states as well as the San Francisco placement center. Mr. Coleman has been associated with the Peace Corps and ACTION for a number of years. Following graduation in 1968 from St. Michael's College in Vermont with a bachelor's degree in business administration, he joined Peace Corps as a volunteer small business cooperative manager and basketball coach in the Dominican Republic. Upon completion of that assignment, he served as a Peace Corps recruiter in Los Angeles and Denver. In 1971, he came to Washington where he coordinated staging and orientation for Peace Corps volunteers. In 1972, he headed the San Diego recruitment office until 1975 when he became area recruitment manager in Los Angeles.

CRIS GARCIA is the new State Program Clerk in New Mexico. Ms. Garcia was formerly secretary to the executive director, New Mexico Commission on Aging, where for three years she worked closely with ACTION's OAVP programs. Ms. Garcia is a native of Santa Fe, bilingual in Spanish and English and a "crackerjack bookkeeper."

ISIDORO RODRIGUEZ has been named a special assistant to Deputy Director Mary King. Rodriguez, formerly a special assistant to the deputy assistant for education at HEW, will now act as a liaison between Ms. King's office and staff, and, principally, the Office of Policy and Planning, Domestic Operations, and the Peace Corps. He will be responsible for analyzing

reports submitted to the Deputy Director's office, and also will assist in the writing and editing of those reports. In addition, Rodriguez will assist in researching and in preparing statements and reports emanating from the Deputy Director's office. Prior to his position at HEW, Rodriguez served as a trial attorney for the Civil Aeronautics Board in Washington.

JOHN PODESTA has been appointed special assistant to Director Sam Brown, effective January 1, 1978. In his new post, Podesta will serve as Brown's liaison with staff, and with the public, coordinating information and appointments. Podesta also will assist in handling administrative tasks so that the Director might have more time to get out to the field and to the community."

Prior to his appointment at ACTION, Podesta was employed as an attorney with the Lands and Natural Resources Division of the Justice Department specializing in cases of eminent domain. Earlier in his career, he worked on the presidential campaigns of Senators George McGovern and Edmond Muskie in 1968 and 1972, and for Sam Brown in his 1974 bid for Colorado State Treasurer. Podesta obtained his law degree from Georgetown University in Washington.

As Brown's special assistant, he will be available to any employee who wishes to direct a problem, query, or any other comment the Director's way.

## LETTERS

I'd like to welcome ACTION UPDATE to the scene and express my hope that it enjoys a large and interested readership.

I especially appreciate the opportunity to learn more about our new country directors. I would, however, like to take issue with the way four of the biographical sketches describe the relationship between the Peace Corps country director and volunteers or trainees. Although it may be stated as such in the position description for country director, I think that one goes overseas risking the wrong approach toward this important job if one has the attitude that he/she will be "supervising" PCT/Vs.

The Peace Corps staff is sent over to serve as a support for the trainees and and volunteers, to assist them in any way possible as the PCTs train to and the PCVs do work towards meeting the three goals of the Peace Corps. The perspective that must be maintained is that staff is overseas because the trainees and volunteers are there working, and not that trainees and volunteers are over because the staff is there.

There are, of course, always going to be the better volunteers and the less than better volunteers, and to be honest, we have to admit the same of staff. There are excellent PCDs, and some whose performance contrasts markedly (and persistently so...). What I ask, then, (and this is a point that I try to impress upon all of my PC stagees) is that while we send trainees over with a hopefully thorough understanding of the mutual responsibilities they enjoy with each other, staff, Peace Corps as an agency, host country governments, nationals, and the supervising host country agency, etc., we also see to it that staff goes over with an equally thorough understanding of their responsibilities as facilitators, counselors, programmers, bureaucrats, support people, and, only very occasionally, as supervisors.

John E. Huggins  
Staging Coordinator  
PCVP, Washington

## Correction:

In the December 19, 1977 issue of ACTION UPDATE, the last line of the item "Paperwork on the Decrease" incorrectly stated that the project coordinators' goal for 1978 was "to reduce superfluous paper by 500 percent." A typo, we fear! -- The figure should have been 50 percent. If ACTION UPDATE makes fewer mistakes in 1978, we will contribute to reducing superfluous paperwork because we won't have to print corrections.

## *-Post Script-*

Have you ever wondered what it would be like to be first--or last--most of the time? That question came to mind while we were searching through our already dog-eared ACTION directory. There we spotted the names of Mary Ann Abdo and Evelyn Zwick and decided to give these women a call.

Mary Ann Abdo is a staff payroll clerk who among other things processes time and attendance cards. After Mary Ann decided this wasn't a crank call, she answered our question about how it feels to be first by saying, "I never thought about it really. I guess I feel good about it. I'm used to it."

Evelyn Zwick is the soft-spoken secretary for Margo Aronson, the director of Peace Corps' Information Collection and Exchange (ICE) project. Evelyn told us, "Being last is being first. You're always noticed. People often ask me about the spelling and origin of my (last) name. I like to go slowly, so being last doesn't bother me--I'm sure of getting there."

There are a lot of people in between Mary Ann and Evelyn, and ACTION UPDATE would like to hear from them. Really, you needn't change your name to Aaberg or Zyndram (check that out in your D.C. directory) to be mentioned in ACTION UPDATE. Just put together a few lines about yourself or your office, or ask a question, or make a comment, and send them to Anne Webb, Pat Yuknavage or Lee Mullane, Publications P-310. Don't keep your specialness to yourself--express it in ACTION UPDATE. We'll be glad you did.

GPO 925-619